

ER-5-7296

TO: Deputy Director (Administration)

JUN 30 1954

SUBJECT: Management Staff Study of the Organization and Staffing of the Logistics Office.

1. PROBLEM:

Operating experience gained since the establishment of the Logistics Office organizational structure and T/O, and a need for a determination of the staffing required to enable the Office to accomplish its mission, necessitate a review of the functions and organizational structure of the Office in order to:

- a. Realign certain staff functions and refine the internal organizational structure of the operating divisions so as to best meet current requirements.
- b. Establish a realistic staffing pattern related to actual workload requirements to determine either the adequacy of the present personnel ceiling or the justification for a change in the personnel ceiling.

2. ASSUMPTION:

The overall mission of the Logistics Office is expected to undergo no major change in the foreseeable future.

3. FACTS BEARING ON THE PROBLEM:

- a. The present organization of the Logistics Office was approved in March 1953. Since that time there has been no major change in the structure or assigned functions other than the assumption of the following functions performed by the former General Services Office:

(1) Mail and Courier Service

(2) Space Maintenance and Facilities

(3) Printing and Reproduction

(4) Printing Advisory

The above functions were acquired with the transfer of approximately [REDACTED] personnel, but no provision was made for an increase in administrative personnel to carry the additional workload imposed by the transfer.

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b.

[REDACTED]

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c. The consolidation of two separate warehouse facilities and the relocation of their activities at a new site have necessitated a complete change in the organizational element responsible for the warehousing function.

d. The Assistant Director for Personnel proposed, under date of March 16, 1954, and the Chief of Logistics agreed to, a comprehensive classification survey of all Logistics Office positions determined to be necessary to carry out the mission and functions of the Logistics Office.

4. DISCUSSION:

On an overall basis, the organizational pattern for the Logistics Office remains substantially the same as the presently approved organization.

The Security function has, in fact, reported directly to the Chief of Logistics since it was established and inasmuch as its function is primarily that of operational security, this is considered to be a proper organizational placement of the function.

It is now possible to combine the functions of the Special Staff with those of the Technical Review Staff (inspection and review) and place them in a Technical Review and Policy Staff at a saving in positions.

Operating experience gained in working with the area divisions and within the Logistics Office has made it possible to eliminate some of the coordination work and to transfer to the Supply Division certain requirements work formerly accomplished by the Coordination and Requirements Staff. The Coordination and Requirements Staff will therefore be able to concentrate on overall logistical planning with a reduced T/O. In view of the shift in emphasis from coordination and requirements to planning, this Staff is carried on the proposed chart, in Tab A, as the Planning Staff.

These changes, as well as various refinements in the organizational structure of the operating divisions, are discussed in detail in Tabs A to K inclusive.

- b. Staffing has been a major problem in the Logistics Office. During the course of this survey each element, with one or two exceptions such as the Office of the Chief of Logistics and the Office of the Assistant Chief for Operations, has been carefully studied with a view to establishing some kind of unit of measure to apply to estimated or known workload figures. This has been possible in Procurement and Transportation Divisions. In other elements where this has not been possible, the operation has been reviewed to determine that personnel assigned are being fully utilized.

This survey has approached the matter of staffing by establishing for each major element of the Office the number of positions required to accomplish its purpose. In an element such as the Office of the Chief of Logistics or the Office of the Assistant Chief for Operations, where the need for the positions involved is readily apparent no attempt has

been made to furnish detailed workload data. In all other elements the operations have been reviewed, workload data secured to the extent available and such information is detailed in the attached Tabs A to K inclusive in support of the T/O. In those elements where an increase appears warranted detailed requirements are set forth in the appropriate Tab, for example in the Security Staff and the Administrative Staff specific tasks have been identified, the time required to perform such tasks established and applied to the workload to determine the T/O needed.

Attached as Appendix ¹/₁ is a comparative statement showing for each major element of the Logistics Office the present approved T/O, the staffing proposed as a result of this survey, and the increases and decreases.

- c. The staffing proposed in this study will require an increase of 9 in the personnel ceiling for the Logistics Office. Attached as Appendix No. 2 is a reconciliation statement of the existing and proposed ceiling figures. Particular attention is directed to the adjustments shown in Appendix No. 2. These are necessary for record keeping purposes and must be made for the reason that the proposed T/O includes only those positions necessary to enable each element of the Office to accomplish its purpose and does not include provision for certain pending actions (see "Pending Deletions", Appendix No. 3).

Attention is also directed to the "Pending Additions" shown in Appendix No. 3. These, if approved, will also require personnel ceiling increases since they are not included in the proposed new ceiling shown in Appendix No. 2.

As stated above, the proposed staffing involves a ceiling increase of 9. The fact that the present approved T/O is greatly in excess of the present personnel ceiling and further that Logistics Office has found it necessary to continually adjust the internal allocation of the ceiling, makes it impossible to compare the proposed T/O with the present approved T/O and identify those causing the increase. This situation was also the subject of comment by the Assistant Director for Personnel in his memorandum of 16 March 1954 to the Chief of Logistics where he stated that it is difficult, if not impossible, to recognize true vacancies. However, on the basis of the on-duty personnel, plus the in-process actions, the Logistics Office has made a current distribution of its present personnel ceiling which identifies the increase of nine as being composed of the positions shown in Appendix No. 4.

- d. Excluded from the scope of this survey are three proposals for staff increases. Each of these results from workload problems outside the control of Logistics Office and each instance arose after the organizational and staffing work necessary for the classification survey had been completed. In view of the deadlines established for various parts of this survey, i.e., completion of the organizational and staffing review, completion of the classification survey, and submission of recommendations in time to meet budget requirements, it has not been possible to include in this study requirements set forth in Appendix No. 3.

5. CONCLUSIONS:

- a. The organizational pattern for the Logistics Office should consist of the following staff and operating elements:
- (1) Security Staff

- (2) Technical Review and Policy Staff
- (3) Planning Staff
- (4) Administrative Staff
- (5) Office of Assistant Chief for Operations
- (6) Printing and Reproduction Division
- (7) Procurement Division
- (8) Real Estate and Construction Division
- (9) Supply Division
- (10) Transportation Division

- b. In view of the responsibility of the Chief of Logistics for world wide logistical matters, some means should exist for the review, study, and appropriate use of field, including overseas, procurement. It is concluded that this can best be accomplished by the establishment of a Foreign Branch in the Procurement Division.
- c. Staffing for the Logistics Office should be increased slightly. Requirements indicated either by actual review of operation or by measurement based on past performance as outlined in Tabs A through K inclusive support the conclusion that a personnel ceiling increase of 9 positions is justified.

6. RECOMMENDATIONS:

- a. It is recommended that the organizational pattern as indicated by the charts included in Tabs A through K inclusive be approved.
- b. It is recommended that a Table of Organization totalling [REDACTED] positions be approved. Tables of Organization are included in the attached Tabs A through K. Position titles and grades shown thereon have either been approved or are subject to further consideration by the Assistant Director for Personnel as indicated on each T/O.

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c. It is recommended that the personnel ceiling as shown in Appendix No. 2 be approved. It is also recommended that the increase of 9 ceiling positions involved in this recommendation be taken from the DD/A reserve.

However, the grand total as presented of [REDACTED] ceiling positions will be reduced to [REDACTED] upon accomplishment of the actions listed in Appendix 2.

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Chief, Management Staff

CONCUR:

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JAMES A. GARRISON
Chief of Logistics

30 June 54
Date

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* APPROVED:

L. K. WHITE
Deputy Director (Administration)

23 July 54
Date

* Subject to the provision of my memorandum to Chief of Logistics dated 21 July 1954 which eliminates six positions, sets the Logistics Office ceiling at [REDACTED] and proposes an additional reduction of 14 positions by 1 January 1955, unless changed circumstances warrant a temporary extension of certain of these 14 positions.

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